

# **PUBLICATIONS MANAGEMENT**

**Commonwealth of Pennsylvania  
Department of General Services  
Bureau of Publications and Paperwork Management**

Commonwealth of Pennsylvania  
GOVERNOR'S OFFICE

SUBJECT		NUMBER
Publications Management - Revision No. 1		M210.6
DATE	DISTRIBUTION	BY DIRECTION OF
October 27, 1986	Special	<i>Walter Baran</i> Walter Baran Secretary of General Services

Manual M210.6 is revised to reflect the use of diskettes when transmitting material for printing, changes in policy concerning the printing of stationery, and the availability of a new Form STD-581, *Pre-Publication Planning*. Replacement pages II-9 and III-7 through III-10 are attached.

The following pen and ink changes should be made:

a. On page I I-8, add at the end of subparagraph (5) : Used only for limited runs as it involves a great deal of expense and labor.

b. On page V-I, add at the end of Step 7: (Mail order forms are available from the State Bookstore to assist you in this procedure.)

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August 1, 1984	Special	<i>Walter Baran</i> Walter Baran Secretary of General Services

Publications Management is a comprehensive program to plan, develop, publish, and distribute suitable publications in needed quantities.

Act 1982-256 requires each agency to establish a publications management program and to designate a management officer to be responsible for the program. This manual is designed to assist management officers and others in carrying out their responsibilities under the act. It provides information about analyzing agency objectives, printing standards, printing services, and methods of distribution.

This manual will be updated as necessary by the Bureau of Publications and Paperwork Management through the Directives Management System. It should be kept in a standard three-ring binder for easy reference. Any questions or suggestions should be directed to the Bureau.

Management Directive 220.8 is rescinded.

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## INTRODUCTION TO PUBLICATIONS MANAGEMENT

There are four distinct elements to publications management, as presented in this manual.

One element involves what might be termed "the big picture." It is concerned with management of an agency's entire publishing activities. It considers all of an agency's existing publications, all of its publishing goals, and all of its upcoming print needs... and it evolves into a comprehensive publications management program to meet the overall objectives of that agency. It provides an overview of what has been printed and what needs to be printed, as well as when and how best to plan, produce, and distribute upcoming publications as effectively as possible.

The second element, perhaps "the smaller picture," involves management review of each individual printing request as it arises. It entails oversight as to how each publication fits into the overall management program and provides a systematic approach for skillful planning, cost effective scheduling and production, and careful distribution of each printed piece. A management review-and-approval procedure is set in place to parallel the movement of a publication within an agency -- from originator, through supervisors, to the publications management officer (PMO), and finally on to the Department of General Services (DGS) or agency duplicating facility.

Closely associated with these two areas are standards used by the printing industry and the procurement procedures within state government. Also to be considered are the legal mandates specified in Act 1982256.

When all of the critical ingredients are put into place, publications management can be a most successful and cost-effective means of generating carefully planned publications which read well, are attractively and logically designed, and are accurately distributed to the audience for which they were intended. In addition, it insures that unnecessary and poorly planned publications are eliminated -- up front and before they are printed.

The role of the PMO will be discussed later; however, it is important to note that the PMO is the initiator and administrator of the publications management program for an agency, as well as the agency's liaison with DGS.

The Department of General Services provides a full-scale publishing operation -- the Bureau of Publications and Paperwork Management (BPPwM) -- to assist all state agencies in the development of internal management programs. The Bureau is equipped to handle publishing requests from start to finish, providing complete planning, estimating, design, production, and distribution services. For assistance on any printing or publishing matter, contact the Bureau's Planning Division at 787-3446.

## PUBLICATIONS MANAGEMENT OFFICERS AND ACT 256

A PMO must be properly located within an agency, in a position to recommend policy and procedures and to enforce them after approval by the agency head. A publications program will be successful only when the PMO has management's support and cooperation.

It is the role of a PMO to be thoroughly familiar with the needs and objectives of the agency, to work with the agency's personnel and the BPPwM to establish an internal publishing program, and to see that the program is followed for each publication produced. The PMO should also be able to provide reports on the inventories and costs of print production.

Act 1982-256 states that because "many governmental ... publications. .. are reproduced in such manner that the costs become excessive" and because "the Commonwealth of Pennsylvania produces pamphlets, periodicals and similar publications that are unneeded, costly or self-serving," each agency, through its publications management program, is to distribute "only those publications necessary for its efficient operation. . . . publications which are no longer required to accomplish the lawful purpose of the agency shall also be eliminated." The act also requires that agencies submit their publications management programs to DGS. Any lists of publications appended to a program are to be updated annually, the program is to be updated as needed.

These are the key points with which a PMO must be concerned. It is up to the PMO to insure that an agency's publications are: reproduced in a cost-effective manner; truly needed to fulfill the agency's mission; and are part of the publications management program. How can this be accomplished? It involves:

- \* Analysis of agency objectives
- \* Standards
- \* Review and planning process
- \* Procurement procedures

These four elements, when properly in place, add up to an effective publications management program. They incorporate the overall objective of the agency, establish a sound base for planning upcoming publications, include the basic standards, and provide for management review of each new printing requirement.

## SECTION ONE

### ANALYSIS OF AGENCY OBJECTIVES

Because each state agency is unique, each may arrive at a common destination -- publications management -- from different roads. For example, one agency may have different publishing goals and internal management procedures than another and, therefore, a different method for accomplishing those goals. Intent, subject matter, audience, design, specifications, quantity, scheduling, and print objectives differ from agency to agency.

In addition, the ways in which agencies handle what and how they print often vary. One agency may centralize the planning of all publishing activities in its press office while another agency uses its management services bureau.

Despite these dissimilarities, all state agencies should share a common ground -- each should strive for a workable internal management procedure for planning and reviewing its print objectives. This applies to both the big picture -- the publications management program -- and to individual publications as they are needed and produced.

There are eight distinct steps involved in analyzing an agency's publishing activities and objectives. The first five, when fully operational, will allow for the high degree of control (detailed in the final three steps) necessary for publishing activities to be both effective and manageable. The steps are:

(1) **Collect.** Until all the publications are in one location, no other steps can be taken.

(2) **Categorize.** Publications should be divided by type (brochures, flyers, books, etc.). Further divisions may be made by, among other characteristics, audience (general public, governmental personnel, professionals, etc.) and frequency (whether this piece is part of a series or a one-time publication). The number of divisions should be sufficient to effectively categorize the publications, but small enough to be manageable.

(3) **Assemble pertinent data.** This step almost completes itself once the publications have been distributed into the various categories. Data to be gleaned from the pieces should answer such questions as:

- o What was the objective?
- o Where was it printed?
- o How many were printed?
- o Who is the audience?
- o Was it successful?
- o What improvements could be made?
- o What was the cost?
- o Must it be reprinted?

(4) **Analyze.** With the publications, and all pertinent data for each, assembled into manageable units, a one-by-one and then a unit-by-unit analysis should be made, based on agency objectives, design and printing standards, in-house versus public pieces, and any other pertinent data.

(5) Prepare an Official Publications Index. This index will, if step #4 was effectively accomplished, show those publications, and ONLY those publications, which are currently necessary. It is this step that lays the groundwork for the control steps to follow.

(6) Prepare an Inventory Status Report. It is on this report that all aspects of quantity control will be recorded. Information to be noted includes (a) quantity on hand, (b) quantity in storage, (c) quantity on order, (d) average distribution, and (e) the date when an updated piece, where applicable, is required.

(7) Analyze, again. Besides gang-printing and gang-ordering (printing several publications at one time for reduced costs), other benefits from analyzing your inventory at this stage can include redesigning publications to simplify, reduce size, or eliminate unnecessary information and combining related pieces into fewer pieces. Scheduling when work must begin on a publication is extremely important. An annual publishing calendar should be set up to provide management oversight as to what must be done over a twelve-month period and when it must be started and completed.

(8) Report. This final step, simply, is to report the progress made under the publications management program to agency management. This information forms the basis for annual reports to the Department of General Services.

The results of these eight steps are obvious. Management has clearly defined its print objectives, reviewed its existing publications, anticipated its future printing needs, and planned on when to begin upcoming projects. Furthermore, the PMO has a sound base for reviewing upcoming print requests and for reporting agency publishing activities to agency management and DGS.

## SECTION TWO

### STANDARDS

The construction of a publication will depend on:

- o the amount of material to be presented;
- o the audience;
- o the intent and desired effect; and
- o your budget.

And, we can add to that list: industry and BPPwM standards.

Certain commonly used and cost effective methods of publishing have become standard throughout the publishing industry. As a result of the standardization of paper, ink, folding, and stitching, standard formats, or constructions, have developed. Paper and press sizes are tailored to these standards, certain papers are used in specific applications, and particular binding methods, depending on size, durability, and type of usage, are specified.

These standard publishing formats have proven to work best. Thus, each time the Commonwealth deviates from them, extra planning and, in almost every case, wasted money results. An expansion of only one dimension of a product by a half inch over a standard paper size can add nearly 40 percent to the final production cost.

Conformity to traditional standards is basic to producing publications as economically and as smoothly as possible. It is important to note, though, that this conformity does NOT diminish the planner's originality. Rather, it provides accessible and professional publishing assistance.

## PAPER

Factors which must be considered while choosing the paper for a publication include:

- (1) the type of publication (brochure, booklet, etc.)
- (2) the design
- (3) the durability (expected or projected lifetime)
- (4) quality
- (5) ink
- (6) industry standards.

There are certain types of paper used for various types of publications. These include:

- |           |               |
|-----------|---------------|
| (1) bond  | (5) coated    |
| (2) book  | (6) offset    |
| (3) index | (7) cover     |
| (4) text  | (8) newsprint |

**BOND.** Most commonly used for letterheads and business forms.

**BOOK.** As the name suggests, it is used for book printing, comes in a wide range of weights, and is generally less expensive than text papers.

**INDEX.** An inexpensive stiff paper that can be purchased in smooth or antique finish.

**TEXT.** Designed for interesting textures and colors. These papers are used for booklets, announcements, brochures, etc.

**COATED.** Papers having a smooth glossy coating which receives ink more uniformly than uncoated stocks. They are used when high quality printing is desired.

**OFFSET.** Designed for offset printing and is coated to resist the moisture level of offset printing.

**COVER.** Developed for durability and dimensional stability; they are sometimes just heavier weights of book and coated stocks in matching colors.

**NEWSPRINT.** Paper used in the printing of newspapers and other publications where longevity is not a factor. Very absorbent and not suitable for writing inks.

## STANDARD SIZES FOR BOOKS, BROCHURES AND PAMPHLETS

<p><b>3" x 4-1/2" Trimmed Page Size</b> ..... (3-1/8" x 4-3/4" Un-Trimmed)</p>	<p><b>Cut From 25 x 38 Book Paper</b> Press Sheet Sizes: Work and Turn 2 pp Form — 4-3/4" x 6-1/4" 4 pp Form — 6-1/4" x 9-1/2" 8 pp Form — 9-1/2" x 12-1/2" 16ppForm — 12-1/2" x 19"</p>
<p><b>4-1/4" x 5-3/8" Trimmed Page Size</b> ..... (4-3/8" x 5-5/8" Un-Trimmed)</p>	<p><b>Cut From 23 x 35 Book Paper</b> Press Sheet Size: Work and Turn 2 pp Form — 5-5/8" x 8-3/4" 4 pp Form — 8-3/4" x 11-1/4" 8ppForm — 11-1/4" x 17-1/2" 16 pp Form — 17-1/2" x 22-1/2"</p>
<p><b>4-1/2" x 6" Trimmed Page Size</b> ..... (4-3/4" x 6-1/4" Un-Trimmed)</p>	<p><b>Cut From 25 x 38 Book Paper</b> Press Sheet Size: Work and Turn 2 pp Form — 6-1/4" x 9-1/2" 4 pp Form — 9-1/2" x 12-1/2" 8 pp Form — 12-1/2" x 19" 16 pp Form — 19" x 25"</p>
<p><b>4" x 9" Trimmed Page Size</b> ..... (4-1/8" x 9-1/2" Un-Trimmed)</p>	<p><b>Cut From 25 x 38 or 38 x 50 Book Paper</b> Press Sheet Size: Work and Turn 2 pp Form — 8-1/4" x 9-1/2" 4 pp Form — 9-1/2" x 16-5/8" 8 pp Form — 16-5/8" x 19" 12 pp Form — 19" x 25" 24 pp Form — 25" x 38"</p>
<p><b>5-1/2" x 8-1/2" Trimmed Page Size</b> ..... (5-5/8" x 8-3/4" Un-Trimmed)</p>	<p><b>Cut From 23 x 35 or 35 x 45 Book Paper</b> Press Sheet Size: Work and Turn 2 pp Form — 8-3/4" x 11-1/4" 4ppForm — 11-1/4" x 17-1/2" 8 pp Form — 17-1/2" x 22-1/2" 16 pp Form — 23" x 35" 32 pp Form — 35" x 45"</p>
<p><b>6" x 9" Trimmed Page Size</b> ..... (6-1/4" x 9-1/2" Un-Trimmed)</p>	<p><b>Cut From 25 x 38 or 38 x 50 Book Paper</b> Press Sheet Size: Work and Turn 2 pp Form — 9-1/2" x 12-1/2" 4 pp Form — 12-1/2" x 19" 8 pp Form — 19" x 25" 16 pp Form — 25" x 38" 32 pp Form — 38" x 50"</p>
<p><b>8" x 9" Trimmed Page Size</b> ..... (8-1/4" x 9-1/2" Un-Trimmed)</p>	<p><b>Cut From 38 x 50 Paper</b> Press Sheet Size: Work and Turn 2 pp Form — 9-1/2" x 16-5/8" 4 pp Form — 16-5/8" x 19" 8 pp Form — 16-5/8" x 38" 24 pp Form — 38" x 50"</p>
<p><b>8-1/2" x 11" Trimmed Page Size</b> ..... (8-3/4" x 11-1/4" Un-Trimmed)</p>	<p><b>Cut From 23 x 35 or 35 x 45 Book Paper</b> Press Sheet Size: Work and Turn 2 pp Form — 11-1/4" x 17-1/2" 4 pp Form — 17-1/2" x 22-1/2" 8 pp Form — 23" x 35" 16 pp Form — 35" x 45"</p>
<p><b>9" x 12" Trimmed Page Size</b> ..... (9-1/2" x 12-1/2" Un-Trimmed)</p>	<p><b>Cut From 25 x 38 or 38 x 50 Book Paper</b> Press Sheet Size: Work and Turn 2 pp Form — 12-1/2" x 19" 4 pp Form — 19" x 25" 8 pp Form — 25" x 38" 16 pp Form — 38" x 50"</p>
<p><b>11" x 17" Trimmed Page Size</b> ..... (11-1/4" x 17-1/2" Un-Trimmed)</p>	<p><b>Cut From 23 x 35 or 35 x 45 Book Paper</b> Press Sheet Size: Work and Turn 2 pp Form — 17-1/2" x 22-1/2" 4 pp Form — 23" x 35" 8 pp Form — 35" x 45"</p>

## INK

One of the quickest ways to run up a printing bill is to use many colors of ink. The addition of each color to a printed piece means an additional run through the press, and the various actions associated with it. Time and money are lost every time the printer must stop a run, remove one color plate, place another color plate into exact position, making sure all of the registration marks are precisely aligned, run some test sheets, and then start the run all over again; and so on for each additional color.

Depending on the various factors associated with the need, quality, and quantity of a publication, one ink with screening (as illustrated in the chart to follow) and appropriate artwork may do the same thing that three or more colors of ink will do ... but at a much lower cost.

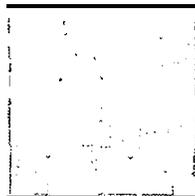
When choosing colors of ink for a publication, it is essential to distinguish between internal state publications (those to be distributed to employees and contractors to the State) and those distributed to the public. Internal publications should always be limited to one ink color.

## SCREENS

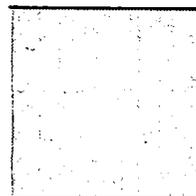
Screens shown here may aid you in designing your publications. Screens can often take the place of a second color and keep costs down.



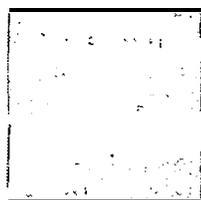
10%



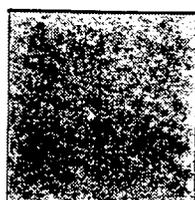
20%



30%



40%



50%



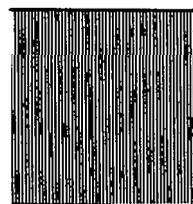
60%



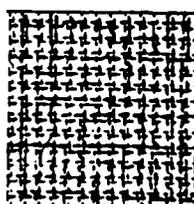
70%



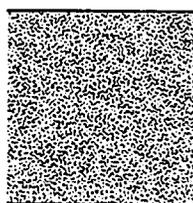
80%



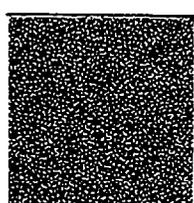
Straightline  
(Halftone Only)



Twill



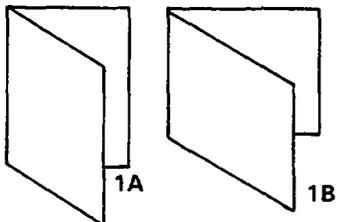
Mezzo  
(Fine)



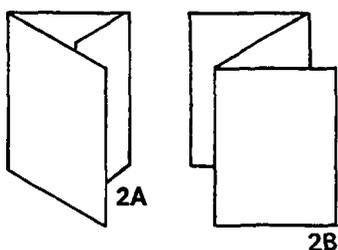
Mezzo  
(Coarse)

## FOLDING

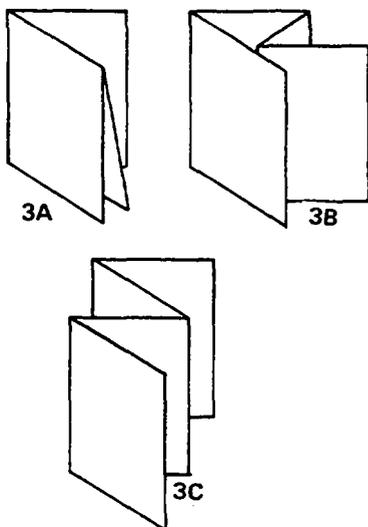
In conjunction with standard paper sizes, there are also standard folding styles.



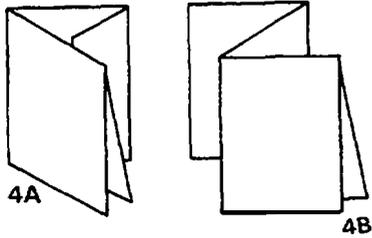
(1) *Four-page folder.* Simplest type of folder, with only one fold, folding either on the long (A) or short (B) dimension. Used for bill stuffers, instruction sheets, price lists, etc.



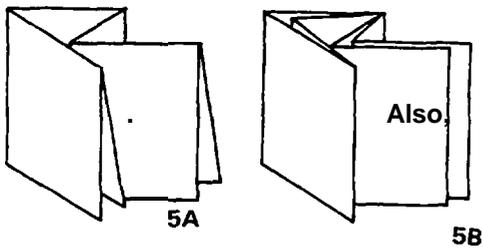
(2) *Six-page folder.* Made with two parallel folds, either regular (A) or accordion (B). Used for letters, circulars, envelope stuffers, etc.



(3) *Eight-page folder.* Illustrated in three ways, one parallel and one right angle fold (A), also called french fold when printing is on one side of the paper, two parallel folds (B), and three parallel accordion folds (C) for ease in opening. Also, (A) and (B) can be bound into an 8-page booklet.



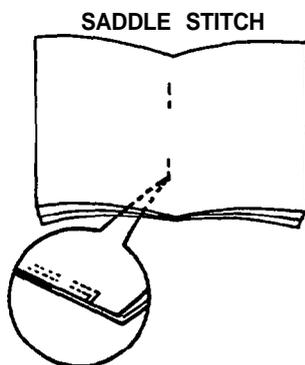
(4) *Twelve-page folder.* Illustrated in two ways, both with one parallel fold and two right angle folds, either regular (A) or accordion (B). Sometimes used as 4-page letter, with the two right angle folds folding letter to fit mailing envelope.



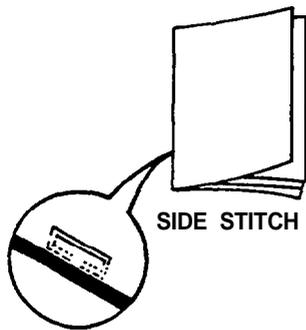
(5) *Sixteen-page folder.* Shown in two ways, one parallel and two right angle folds (A) or three parallel folds (B) used for ~~easy-to-open transportation schedules.~~ bound into a 16-page booklet.

## BINDING

Some samples of binding are:

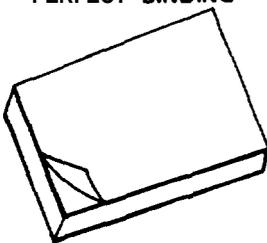


(1) *Saddle stitching.* The sheets are folded in half and stapled in the crease. This system allows flat opening for easy readability. Reasonable cost.



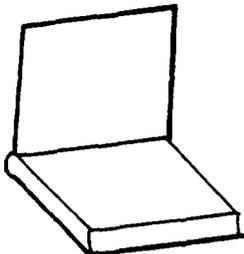
(2) *Side stitching.* Sections of a book are laid one on top of the other along with cover, if any, and stitched together with wire staples. Will not open flat. Generally used when bulk is too great for saddle-stitching, Reasonable cost.

PERFECT BINDING

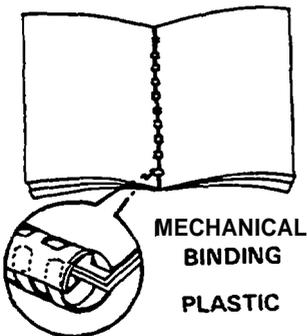


(3) *Perfect and burst binding.* Similar to above except glued together and the cover applied as in a pocket novel or telephone book. Hard or soft cover. Fairly expensive.

EDITION BINDING



(4) *Edition binding.* Book sections are sewn together and bound in a very permanent manner using a hard cover with a cloth or leather finish. Most expensive.



(5) *Mechanical binding.* Frequently used for notebooks and other types of books which must open flat. The sheets are punched with a series of round or slotted holes on the binding edge. Then plastic coils or rings are inserted through the holes. Used only for limited runs as it involves a great deal of expense and labor.

## DGS STANDARDS

(1) **Sizes.** All publications should conform to standard industry sizes.

(2) **Color of ink.** Internal publications are limited to **one** color of ink. Multi-colored publications are permissible only when the publication is intended for distribution to the public and when overall objectives of the printed piece outweigh the associated costs.

(3) **Four-color printing.** In an effort to reduce costs, the BPPwM has determined that the use of four-color printing is unnecessary on state publications, particularly those intended for internal government use. Exceptions may be sought through the use of fully justified requests from agency heads to the Department of General Services. The Secretary of General Services will review such requests for four-color printing and may deny them when the costs outweigh the benefits to the Commonwealth,

(4) **Typesetting** of publications is permissible only when the publication is intended for distribution to the public or through the Directives Management System. Other publications are not to be typeset unless approval has been secured by the BPPwM. When typesetting, copy may be transmitted via diskette at a 30 percent savings to agencies. The recently installed Shaffstall Mediacom 5000 can read diskettes for eventual output into typeset form. The language and type of equipment used should be **labelled** on each diskette. Copy can also be input into the typesetting unit using the OCR (optical character reader), again at a 30 percent savings. The OCR scans text, from either OCR **10B** or Courier 10 typing elements, and transmits it into the Shaffstall for input into the typesetting system.

(5) **Die cuts and gold foil stamping.** Because die cuts and gold foil stamping are lavish and expensive, their *use* must be justified in writing to the Department of General Services. Such requests will be reviewed by the Secretary of General Services for final approval.

## STATIONERY

Publications Management Officers should be aware of restrictions on the use of stationery, including letterheads, envelopes, memo cards, invitations, and business cards. The use of engraved stationery with the gold state seal and coat of arms; is now permitted only for the Governor, Lieutenant Governor, judges, department secretaries, cabinet officers, and designated members of the Governor's senior staff. Thermographic (raised print) stationery in a maximum of two colors (no gold seal) is permitted for executive deputy secretaries, assistants to the Governor, chairpersons of boards and commissions, and heads of institutions.

Stationery required for all other purposes will be by the standard offset printing process using a good quality bond paper and one color of ink only. The printing of business cards at Commonwealth expense is restricted to officials at the bureau director or higher level and to individuals whose positions require frequent contact with the public. Furthermore, the composition, artwork, and printing of personalized memorandum pads and their reproduction by or for employees of the Commonwealth is prohibited. Standard Forms STD-502, Desk Memorandum, and STD-509, Call Memorandum, are the official pads used for informal correspondence.

## SECTION THREE

### REVIEW AND PLANNING OF PUBLISHING REQUESTS

Keeping in mind that while no two agencies are alike, the following procedure is offered as the model for a successful internal management program. This procedure is for management review of individual publishing requests, on a one-by-one basis. What is most important is that a systematic and centralized method for planning publications be established within an agency, whether that be in the press office or in another designated office. This procedure can be implemented only after the Analysis of Agency Objectives (Section One) has been successfully completed and when the PMO is familiar with printing industry standards (Section Two). Only then will the PMO and top management know exactly what to look for when reviewing individual printing requests as they arise.

#### MODEL REVIEW PROCEDURE

Action By	Step	Action
Originating Unit.	1.	Determines the need for a publication.
	2.	Contacts PMO to discuss details necessary for developing publications.
	3.	Secures approval of bureau director or deputy secretary as required.
	4.	Submits written request for publication to PMO with any available projected specifications, drafts, dummies, and artwork.
PMO.	5.	Approves request for publishing.
	6.	Contacts Planning Division, BPPwM, to discuss all pre-publication planning details and to determine best method of production (in-house or outside contracted printing).
	7.	Provides any editorial assistance as needed.
	8.	Assists in the preparation of publication specifications.
	9.	Provides originating unit with details for preparation of the Composition/Reproduction Request (STD-7) or Purchase Requisition (STD-173) as required.
		<b>Note:</b> For outside contracted printing go to step 22.
Originating Unit/PMO.	10.	For in-house printing, composition, art, etc., prepares an STD-7, along with STD-581, Pre-Publication Planning Form.
	11.	Sends copies 1-5 of STD-7, along with STD-581, to Planning Division, BPPwM; copy 6 to PMO; and copy 7 to originating unit's pending file.

<b>Action By</b>	<b>Step</b>	<b>Action</b>
<b>Planning Division, BPPwM.</b>	12.	Provides technical review of design standards and specifications.
	13.	Consults with originating unit and PMO to finalize publishing details.
	14.	Performs any necessary layout, artwork, etc., to produce finished product.
	15.	Sends proof copy of publication to originating unit and PMO, unless waived.
<b>Originating Unit/PMO.</b>	16.	Reviews proof copy of publication for accuracy and completeness.
	17.	Makes any changes required.
	18.	Sends approved proof copy to Planning Division, BPPwM.
<b>Planning Division, BPPwM.</b>	19.	Receives approved proof copy and forwards to the Production Division.
<b>Production Division, BPPwM.</b>	20.	Prints and binds publication.
	21.	Sends completed publication to originating unit for distribution.
		<b>Note: For in-house printing, go to step 31.</b>
<b>Originating Unit/PMO.</b>	22.	For outside contracted printing, prepares Forms STD-173 and STD-581.
	23.	Sends STD-173 to agency procurement officer for approval; sends STD-581 to Planning Division, BPPwM.
<b>Procurement Officer.</b>	24.	Sends approved copies 1-4 of STD-173 to agency comptroller for approval. Retains copy 5 for file.
<b>Agency Comptroller.</b>	25.	Receives STD-173 and sends approved copies 1, 3, and 4 to procurement officer. Retains copy 2 for file.
<b>Procurement Officer.</b>	26.	Forwards copies 1, 3, and 4 to Planning Division, BPPwM.
<b>Planning Division, BPPwM.</b>	27.	Provides technical review of design standards and specifications.
	28.	Consults with originating unit and PMO to finalize publishing details.
	29.	Proceeds with steps necessary to print publications, including preparing bid documents, awarding of contract, etc.
<b>Originating Unit/PMO.</b>	30.	Receives copy of Purchase Order when contract has been awarded.
	31.	Receives completed publication.

## MANAGING FOR EFFECTIVENESS

When developing a publication, the emphasis should be placed on managing the cost effectiveness aspects, rather than on aesthetics. Too often the "look" of a publication receives most of the attention while the truly important planning aspects -- the who, what, when, where, and why -- are barely addressed.

For example, if an agency is certain that it wants a publication designed a certain way, that's fine. But, if it has only vague notions of why the design is important, or much worse, of how and where the pre-press work will be done and by whom ... if it has little or no understanding of printing schedules and deadlines ... or if it doesn't stay on top of the project from start to finish, problems will surely arise.

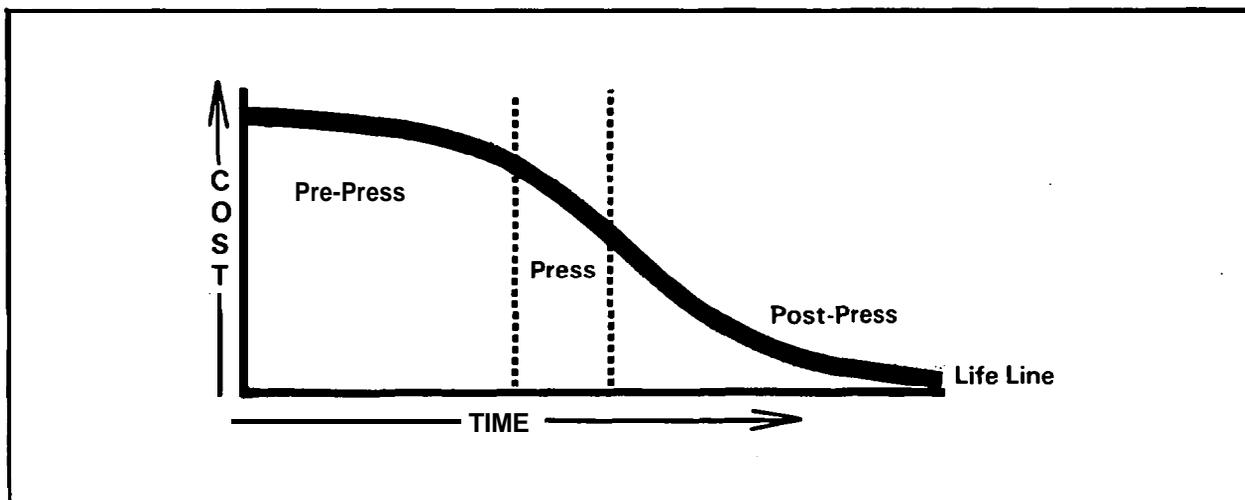
## PUBLIC AND INTERNAL PUBLICATIONS

A concentration on aesthetics rather than on the control function is just one hazard a PMO has to contend with. Another is to fail to distinguish the very important difference between public and internal publications. The line separating the two is distinct: internal publications are those which inform one or more agencies about the goings-on in other agencies; annual reports are an example. Public publications are those designed to inform, enlighten, or perhaps attract the citizenry.

While the latter may, depending on the desired effect of the publication, require that extremely careful consideration be given to typesetting, design, and production, internal publications do not require the same emphasis. These pieces will most often be black on white, 8 1/2 x 11 stock with a choice of colored cover stock and one-color ink.

## TIME AND COST CONSIDERATIONS

The life line of any publication passes through three distinct zones. As illustrated below, these zones, or phases, are: pre-press, press, and post-press. The pre-press phase involves all planning activities associated with a publication, leading up to the delivery of camera-ready materials to the printer. The press phase involves printing and binding, while the post-press phase entails distribution, storage, and use.



Also illustrated in the chart is the fact that between 75 and 90 percent of the average publication's overall cost lies in the pre-press zone. Not surprisingly, then, it is in the pre-press area that considerable dollar savings can be realized ... with effective management practices.

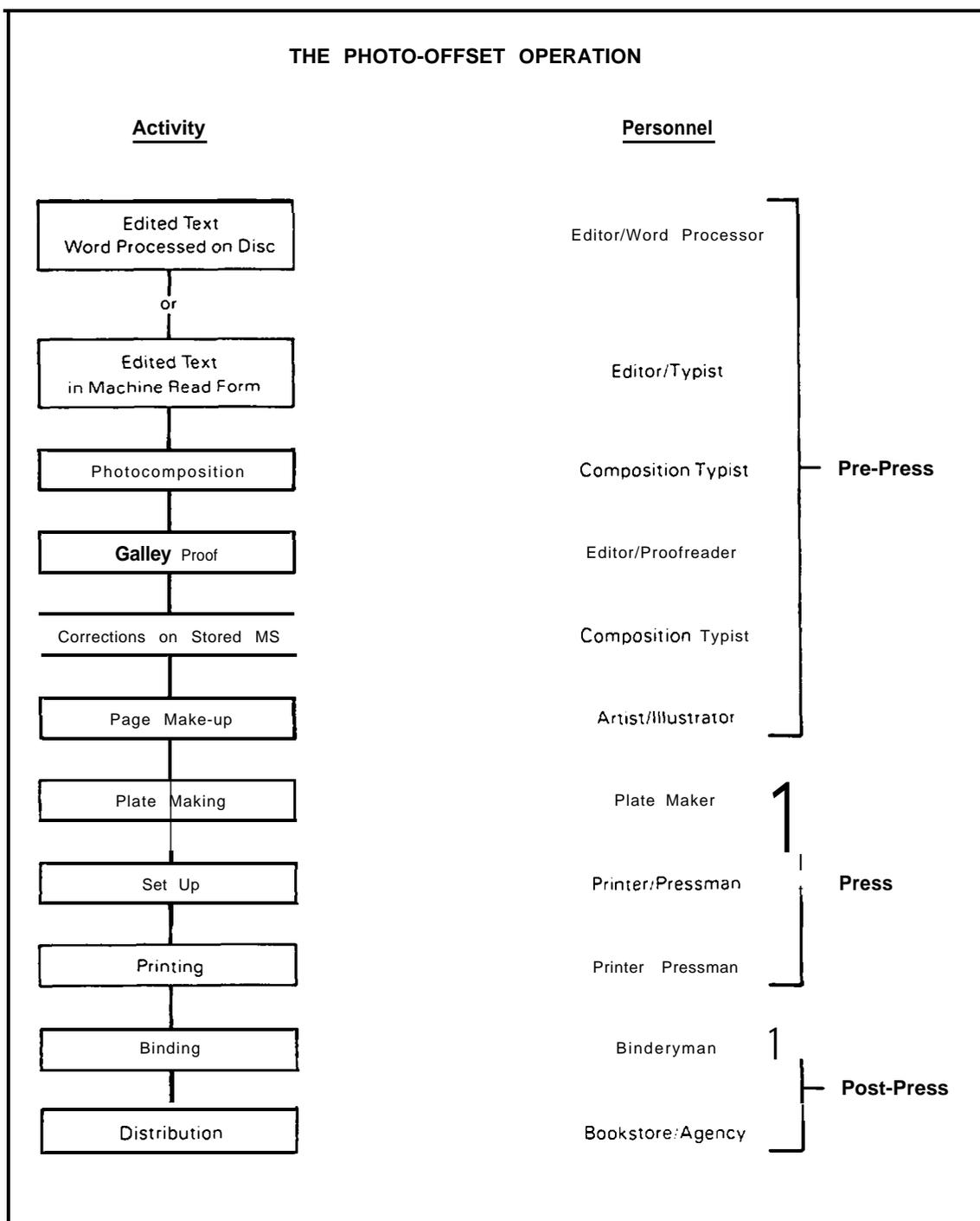
Part of these practices will be to document the actual cost of a publication; that is, all costs associated with the production of a printed piece, not just the press time, art time, and writing time, but time spent planning and reviewing and in other pre-press functions. A study of the man-hours and dollars needed to produce the average publication will likely reveal that, besides cost savings, time can also be saved with an effectively managed pre-press phase. Consider the ability to project future publishing needs and schedules, as addressed in Section One. Starting from scratch on each publishing project -- as concerns specifications, design, objectives, where to get it composed, where to get it printed, how long the process will take, how to distribute it -- is time consuming and costly. Staff time is wasted, deadlines become emergencies, and the publication is poorly planned. However, when the four important factors are in place -- objectives, standards, internal review, and procurement procedures -- there is no need to start from scratch each time a publication is needed. Staff time is used effectively, scheduling is accurately projected, and the job is carefully planned, produced, and distributed.

To realize these savings, an accurate accounting of TIME and COST must be kept for each publication and for each act of labor associated with that publication. To that end, a form (similar to the one on the next page) should be completed by each person working on each phase of each publication initiated by an agency. With such data, and after computing the associated monetary sub-totals, a true picture of both the TIME needed to bring a project through the pre-press phase and the accompanying COST will be seen. This information is extremely helpful in deciding whether the overall benefits of the printed piece at least equalled the costs involved with producing it.



## PLANNING

Planning is the most important element of publications management. It is the purpose of an agency's analysis and internal review. The PMO must work with agency staff and the BPPwM to plan publishing activities. It is a fact that producing a publication involves a series of steps which must be taken sequentially -- one at a time.



Careful planning of each step of a publication's production should be addressed up front and before typesetting and printing occur. This insures that the proper steps are followed and that costly backtracking is avoided.

Two planning questions – "Is this publication really needed?" and "How many are needed?" – are just some of the questions that should be asked before any publications are composed or printed. When these critical questions go unasked, the results, more often than not, are unnecessary and wasteful printing expenditures.

Some planning questions are:

NEED	Is this publication really needed?
	(a) Is there a real demand for this piece? (b) Does this piece duplicate another? (c) Do the benefits justify the costs?
QUANTITY	How many are needed?
	(a) How large is the audience? (b) What is the required "life span" of the publication? (c) What is the largest quantity we can order without waste? (d) What are the best means of printing and distributing?
QUALITY	What are our objectives and how are they best achieved?
	(a) Who is the audience for this piece? (b) Can it be printed on a standard paper in a standard size? (c) What text, graphics, and design will be most effective? (d) Would the work be done best in-house or commercially?

Questioning, and questioning again, the need for a publication is CRITICAL – it is the first and most effective method of reducing printing costs.

Because all of these planning questions must be considered at one time, in that each impacts upon the others, the BPPwM has devised the Pre-Publication Planning form (STD-581), which is to be filled out as far in advance of an actual publication date as possible. In fact, these forms may be completed during the preparation of an agency's overall annual publishing calendar (see Section One). The form has been revised and now includes more information regarding the specifications of intended publications. By narrowing the specifications, we can better examine publications for cost effectiveness and usefulness. A sample form and a set of instructions for completing the form follow.

Bureau of Publications and Paperwork Management  
PRE-PUBLICATION PLANNING

PROJECT IDENTIFICATION NO.

WORK ORDER NO. (WR OR PR)

**IMPORTANT: READ CAREFULLY BEFORE COMPLETING THIS FORM.**

**PURPOSE** - This form is designed to fix responsibility for and ease the flow of information regarding both commercial and in-house printing requests.

**INSTRUCTIONS** - For all new publications and for major reprints of existing publications, please provide answers to all of the questions below. Questions concerning the use of this form are to be directed to the Bureau of Publications and Paperwork Management at 7-3446.

		E PREPARED	
ID'S SIGNATURE	TELEPHONE NO.	INITIATOR'S NAME	TELEPHONE NO.
WORKING TITLE			
TYPE OF BINDING		PUBLICATION TYPE	
NO. OF INK COLORS		NO. OF PAGES	
NO. OF PHOTOS		SIZE OF PUBLICATION	
NO. OF DRAWINGS		NO. OF COPIES NEEDED	
AUTHOR'S NAME	TELEPHONE NO.	EDITOR'S NAME	TELEPHONE NO.
WHO IS THE DESIRED/INTENDED AUDIENCE?			
HOW WAS NUMBER OF COPIES DETERMINED?			
METHOD OF DISTRIBUTION			
ONE OF A SERIES?	<input type="checkbox"/> YES <input type="checkbox"/> NO	CONTINUOUS COMMUNICATION?	<input type="checkbox"/> YES <input type="checkbox"/> NO
NEW READERS?	<input type="checkbox"/> YES <input type="checkbox"/> NO	IF YES, HOW SO?	
WHAT ARE THE THREE MOST IMPORTANT POINTS TO BE MADE IN THIS PUBLICATION?			
2.			
3.			

(1) **The Project Identification Number.** This box is for DGS use only. The BPPwM Planning Division will assign a unique number to your project, which will assist us in tracking and cataloging your publication.

(2) **Work Order Number.** Before any work can be performed on your project, a work order number must be assigned. In addition, this number assists us in tracking your publication once it has entered the work system.

(3) **Working Title.** The suggested title of your publication, with the key words up front, goes here. For example: *Color Views and Facts About the Endless Mountains* should appear as **ENDLESS MOUNTAINS: Color Views and Facts.**

(4) **Type of Binding.** Binding types include saddle stitching, side stitching, perfect, edition, and mechanical. By indicating the type of binding, we can better determine where your publication can be most effectively produced.

(5) **Publication Type.** Is your publication a brochure, a booklet, a magazine, a newsletter, or a book? The type of publication generally indicates the scope of your project.

(6) **Number of Ink Colors.** Remember, internal publications are limited to one ink color. Only those publications intended for public distribution and of sufficient importance may, with approval, incorporate multiple colors.

(7) **Number of Pages.** This answer will let us know whether you are trying to fit a square peg into a round hole. If you have too many pegs for a four-panel 4 x 9 brochure, that will become evident here; BPPwM staff will either make your peg round or come up with a square hole, whichever you prefer.

(8) **Number of Photos.** Simple enough. If possible, include samples (photocopies will suffice) of all photos intended to be published in the piece. This effort will play a key role in ascertaining how big, what length, and what format the intended publication will be.

(9) **Size of Publication.** When planning publications, try to incorporate standard sizes as indicated earlier in this manual. Conforming to these sizes produces economical, efficient publications.

(10) **Number of Drawings.** Again, attach samples whenever possible.

(11) **Number of Copies Needed.** This number "ballparks" the maximum run of your publication, although your answer should not come out of left field. It should be based on some quantifiable data, such as: the number of previous customers, subscribers, recipients, purchasers, and so forth. (i.e., the exact number of kindergarten teachers or licensed roofing contractors in the Commonwealth).

(12) **Desired/Intended Audience.** Who is going to read your publication? Be as specific as possible; for example: school teachers, hunters, roofing contractors, vegetable consumers, and so forth.

(13) **How Was Number of Copies Determined?** In other words: how did you come up with that figure? By past experience or actual consumption, or by merely quantitative means, such as: "Well, that's how many people visit the site."

- **(14) Method of Distribution.** Determining the method of distribution may affect the size of your publication. If you intend to mail the publication, you will want to be certain it fits standard sized envelopes. You may even want to produce the publication as a self-mailer, an element that must be incorporated during actual printing.

**(15) One of a Series?** Yes or no? But be careful ... even though it's not a trick question, we ask you to include at least one sample of a back issue (or equivalent) with your form. If it is a series we can work with you to provide a unified appearance for it.

- **(16) New Readers?** Are you hoping to gain new readers with this publication? This question helps you and us ascertain whether your publication's purpose is informational or public relations/feedback. This answer will, if it hasn't already (and it should have), determine further plans for design, quantity, etc.

- **(17) Continuous Communication?** If your publication is either part of or a segment of an ongoing communications loop, no matter how informal, we ask you to check the "yes" box and also to tell us (feel free to use the back of the form) by what means. For example: if your brochure on disease X is a brand new item, but it's part of your overall informational campaign to explain the causes of and outline the treatment for all diseases, then that's part of a continuing communication. For such cases, we might want to explore avenues of standardization for your A to X brochures.

- **(18) What Are The Most Important Points To Be Made?** Two purposes are served by this question. First, it gets down in black and white the "why" of this publication. And then, it serves as a check on the contents: do the text and the art accomplish the goals?

Completing this form for each publication as it arises will be invaluable for projecting need, quantity, audience, design, distribution, and objectives.

## SECTIONFOUR

### PROCUREMENT

After the need for a publication has been established and planned, see Management Directive 220.9 to obtain printing services.

#### VENDOR PERFORMANCE

All printed publications must be of first-class workmanship and of materials suitable for their intended uses. They must be manufactured and printed in accordance with the samples and written specifications provided by the ordering agency.

Perfect registration, clean, sharp reproduction, and uniform ink coverage throughout a press run are the minimum acceptable standards for the printing of publications.

Agencies should be aware that payment should not be construed by the vendor as acceptance of the printed materials. The Commonwealth reserves the right to conduct further inspection after payment (within a reasonable time after delivery) and to reject the printed matter or supplies if such inspection discloses a defect or failure to meet specifications.

Agencies are requested to perform inspection immediately upon receipt of an order. Printing should be clean, sharp, and legible and without excess ink, embossment, or distortion. All materials should be free of dirt or oil spots, free of foreign matter, and uniform in color. Paper should be free of holes, scuff marks, lint fuzz, and loose particles.

Bulged or distorted shipping containers may indicate damage to the contents. When this occurs, receiving room personnel should note this exception on the delivery receipt and consignees copy, and make sure the delivering driver signs both copies.

If a vendor is not performing satisfactorily, the ordering agency must document its complaint on Form STD-9, Vendor Performance Report. If the complaint is of a serious nature and immediate action is deemed necessary, the ordering agency should, after documenting the trouble, immediately phone the BPPwM, citing the specific discrepancy; appropriate steps can be taken to correct the situation.

A small supply of Form STDQ may be obtained from the Planning Division of BPPwM. They are to be completed in triplicate, with the original and one copy (along with all pertinent information and samples) sent to the Bureau.

## SECTION FIVE

### DISTRIBUTION

Although it's one of the last cycles in a publication's life, the manner in which your printed piece will be distributed should be of primary concern during the planning stage.

For example, consideration must be given as to where the address will be placed if your piece is a self-mailer. Or, if your brochure is to be inserted for mailing, make sure that it fits into a standard size envelope.

Determining the best means for getting a publication to its intended audience is critical. Will it be displayed in rack stands, handed out on street corners, mailed to a specific group of interested readers, or sold? Careful planning of objective, audience, quantity, quality, and design all have a very significant bearing on distribution.

### THE STATE BOOKSTORE

The BPPwM operates the State Bookstore, which carries a full line of sale publications. If your publication is to be sold, follow this procedure:

Action By	Step	Action
Originating Agency.	1.	Submits to DGS, State Bookstore: a copy of the publication; the number of copies that have been printed; and all costs of preparation and printing.
	2.	Adds administrative costs of labor and equipment.
	3.	Determines the postage cost for the publication.
DGS, State Bookstore.	4.	determines the price of the publication for both walk-in and mail retail sales.
	5.	Includes the publication in the bookstore price list catalog showing both retail prices.
	6.	Reports the cost of both walk-in and mail retail sales to the originating agency and requests an initial 75 copies of the publication.
Originating Agency.	7.	As appropriate, advertises the publication, where it can be obtained, and the cost per copy of both walk-in and mail retail sales. (Mail order forms are available from the State Bookstore to assist you in this procedure.)

The State Bookstore also serves as the central outlet for the Commonwealth's free publications. This service is provided to help both the public and state employees easily locate the publications in which they are interested, The following procedure outlines how this is accomplished:

Action By	Step	Action
BPPwM.	1.	Requests from each PMO a listing of all free publications published for or by an agency.
PMO.	2.	Sends list to BPPwM with 10 copies of each publication listed thereon.
	3.	Provides BPPwM with similar information and copies on a case-by-case basis for each new free publication.
BPPwM.	4.	Identifies publications appropriate for distribution through the State Bookstore.
	5.	Develops a matrix log by agency of publications identified for distribution.
	6.	Provides each agency with an up-to-date listing of their free publications.
	7.	Distributes free publications from the State Bookstore to the public and state agencies.

## CONCLUSION

As you can see, publications management is a comprehensive program involving four major elements:

- 0 "The Big Picture": Analysis of Agency Objectives
- 0 Standards
- 0 "The Smaller Picture": Review and Planning Process
- 0 Procurement Procedures

It involves the entire scheme of a publication's life -- from planning, through production, through distribution, and through zero inventory.

With all the proper elements in place, publications management will help state government produce the best publications possible for the least possible cost.